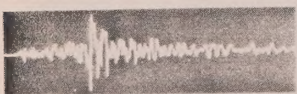


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**A THREE YEAR
WORK PROGRAM
FOR
COMPREHENSIVE
EARTHQUAKE
PREPAREDNESS
IN THE
SAN FRANCISCO
BAY REGION**

BAREPP



**BAY AREA REGIONAL
EARTHQUAKE PREPAREDNESS
PROJECT**

BAY AREA REGIONAL EARTHQUAKE PREPAREDNESS PROJECT

POLICY ADVISORY BOARD

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LOCAL GOVERNMENT:

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KENNETH BLACKMAN, Santa Rosa City Manager

JANET BOGGIA-PUTHOFF, Risk Manager,
City of Mountain View

PHILIP S. DAY, JR., Director,
San Francisco County Office of Emergency Services

*TOM JENKIN, San Francisco Office of
Emergency Services

ROD DIRIDON, Santa Clara County Supervisor

*JAMES SIRR, Manager/County Surveyor,
Santa Clara County

ROBERT KNOX, Alameda County Supervisor

R. DAVID MARTIN, Former Mayor of Burlingame

REVAN A.F. TRANTER, Executive Director,
Association of Bay Area Governments

*JEANNE PERKINS, Earthquake Program Coordinator,
Association of Bay Area Governments

EMERGENCY SERVICES:

JOHN HUTCHINS, Battalion Chief, Hayward Fire
Department

KENT PAXTON, San Mateo County Area
Coordinator for Emergency Services

*EARL THOMPSON, Coordinator, Santa Clara County
Office of Emergency Services

AMERICAN RED CROSS:

PETE ASHEN, Director Disaster Services

*MARCIA SMYTHE, Assistant Director,
Emergency Services

COMMUNITY OUTREACH:

STANA HEARNE, League of Women Voters

*ELVA EDGER, League of Women Voters

PEGGY SAXTON, Junior League

*LINDA GRANDT, Junior League

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EPHRAIM G. HIRSCH, Structural Engineer,
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FERD MAUTZ, Vice President of Engineering (retired),
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L. THOMAS TOBIN, Executive Director, California
Seismic Safety Commission

ROBERT BROWN, Geologist, U.S. Geological Survey

NICK NIKAS, Federal Emergency Management
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Office of Emergency Services

**A THREE YEAR WORK PROGRAM FOR
COMPREHENSIVE EARTHQUAKE PREPAREDNESS
IN THE
SAN FRANCISCO BAY REGION**

JULY, 1987

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The work that provided the basis for this publication was supported by joint funding through a cooperative agreement between the Federal Emergency Management Agency and the California Seismic Safety Commission (EMF-8-K-0253). The recommendations and suggestions included in this document are intended to improve earthquake preparedness, response and mitigation. The contents do not necessarily reflect the views and policies of the Federal Emergency Management Agency or the California Seismic Safety Commission and do not guarantee the safety of any individual, structure or facility in an earthquake situation. Neither the United States nor the State of California assumes liability for any injury, death or property damage which occurs in connection with an earthquake.

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A WORK PROGRAM FOR COMPREHENSIVE EARTHQUAKE PREPAREDNESS IN THE SAN FRANCISCO BAY AREA

1987-1990

FORWARD:

The purpose of this document is to give general guidance to BAREPP's activities during the project's transition from the California Seismic Safety Commission to the Governor's Office of Emergency Services; and to define project goals, objectives, priorities and strategies for work program implementation for the period extending from July 1, 1987 through June 30, 1990.

Specific tasks outlined in this document are intended to show the scope and types of activities to be undertaken. Completion of these tasks will depend on available funding and staffing levels. It is recognized that the earthquake preparedness planning environment is a rapidly changing one. Therefore, adjustments to this work program may be made on an on-going basis with the concurrence of the Policy Advisory Board, the Governor's Office of Emergency Services, and the Seismic Safety Commission.

I. BACKGROUND

Earthquake activity has dramatically increased throughout California during the last decade. Recent research on the behavior of plate boundaries and its application to assessment of hazards along the San Andreas and associated faults provide new insights into the seismic threat to California. There is growing evidence that the Bay Region has entered a period when "major" (M7) earthquakes can occur. Extrapolations of the historic record suggests odds better than 1 in 2 that a *major* earthquake will strike the Bay Region within the next 20 years.

A more deterministic assessment based on detailed fault investigations suggests that the segment of the San Andreas Fault between San Juan Batista and Los Altos (underlying and adjacent to the City of San Jose and the Silicon Valley) has a probability of between 50% and 71% of producing a damaging earthquake in the next two decades. Similarly, the northern and southern segments of the Hayward Fault passing beneath the east bay cities of Fremont, Hayward, Oakland, Berkeley, and Albany have probabilities of approximately 20% and 12% respectively. While these estimates may be in error by as much as a factor of two, they are sobering in that an event on either of these fault systems would be devastating in its impact to life, property, and the economy of the region and the State.

In response to the increase in seismicity in California and the growing concern at both the State and Federal level about the impact of a major earthquake in the Bay Region, the Bay Area Earthquake Study (BAES) was established in September 1983. The study was funded at \$175,000 by the Federal Emergency Management Agency (FEMA) and administered by the California Seismic Safety Commission (CSSC). The purpose of the study was to: conduct an inventory and assessment of earthquake preparedness programs and activities in the public and private sectors; compile a report on the probabilistic

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long-term forecasts of major earthquakes in the Bay Area; and, develop a 5 year work program for improving the level of earthquake preparedness in the region.

Based on the findings and recommendations of BAES, FEMA and the CSSC established the Bay Area Regional Earthquake Preparedness Project (BAREPP) in July 1984 to undertake earthquake preparedness planning in the San Francisco Bay Area. The California Legislature supported the recommendations of the CSSC that comprehensive earthquake preparedness planning be undertaken in the San Francisco Bay Region over a period of three years through the passage of Assembly Bill 2662 providing financial support for the project's first three years, with State funding predicated on receipt of matching Federal funds. The Project was funded at a level of approximately \$750,000 each year. Conceptually, BAREPP's first three years of program activities were to be broken down into the following categories:

- Year 1: Develop Project capability
- Year 2: Convene Conference and disseminate materials
- Year 3: Implement planning and program activities

The objectives of the Project as outlined under AB2662 were:

1. to promote comprehensive earthquake preparedness actions by local jurisdictions, volunteer agencies and associations, and the private sector;
2. to provide planning assistance and coordination in the development of improved regional response capabilities for predicted or unpredicted major earthquakes, including programs of tests and exercises;
3. to provide technical and planning assistance to local jurisdictions in the development and implementation of programs of hazard mitigation and prevention to reduce earthquake vulnerability; and,
4. to establish a local incentive program to promote innovative demonstration projects in comprehensive earthquake preparedness.

During its first year, BAREPP adapted materials from the Southern California Earthquake Preparedness Project (SCEPP) for use in the Bay Area, and developed materials to meet the specific needs of the Bay Region.

In April of 1985 an additional agreement between the CSSC and FEMA provided \$124,000 in Federal support to BAREPP to develop workshop curricula and audio-visual resources to supplement planned regional and subregional workshop activity. Training materials were developed for specific topics of concern in the area of earthquake preparedness and mitigation, emergency response, and recovery and reconstruction.

In July of 1985, BAREPP began its second year of activities. In addition to continuing the efforts initiated the previous year, the second year focused on planning and convening the regional conference and accompanying subregional workshops, and disseminating the information which had been developed in the first year.

The third and final year of the Project's legislated tenure under AB2662 began in July 1986. During this year the project took a more active role in providing planning and

technical assistance to jurisdictions in the region by establishing a lending library of training materials, preparing case studies in several program areas, and developing additional guideline materials.

By June 30, 1987, approximately \$2.5 million of State and Federal dollars have been expended to support the earthquake preparedness planning effort in the San Francisco Bay Area. The following section outlines the major accomplishments, activities and products produced through this funding.

II. MAJOR ACCOMPLISHMENTS OF BAES AND BAREPP

The following is a summary of the major products and achievements of the Project from September 1983 through June 1987.

BAES: September 30, 1983 - June 30, 1984

- ❖ Conducted an inventory and assessment of current programs and activities, and developed recommendations for future comprehensive earthquake preparedness programs in the Bay Area.
- ❖ Produced a report on the probabilistic long-term forecasts of major earthquakes in the San Francisco Bay Region; and
- ❖ Developed a Five-Year Work Program for comprehensive earthquake preparedness.

BAREPP Year 1: July 1, 1984 - June 30, 1985

- ❖ Through the Seismic Safety Commission, established and staffed the Project and created a Policy Advisory Board to guide the implementation of the Project.
- ❖ In conjunction with the Policy Advisory Board, established BAREPP goals and objectives and developed a Three Year Work Program for the Project.
- ❖ Initiated "planning partnerships" with the following jurisdictions:
 - Santa Clara County
 - City and County of San Francisco
 - City of San Jose
 - City of Sunnyvale
 - City of Oakland
- ❖ Awarded Local Incentive Program (LIP) funds to the following Bay Region jurisdictions:
 - Albany Unified School District
 - Contra Costa County Office of Emergency Services
 - Daly City Fire Department
 - Town of Los Gatos
 - Santa Cruz County Administrative Office

- ❖ Developed a multi-year work program to address multijurisdictional/regional earthquake preparedness issues in the Bay Region.
- ❖ Participated in and assisted local jurisdictions in Statewide Earthquake Preparedness Week activities.
- ❖ Developed an approach for "community earthquake preparedness campaigns" to be used at the regional or local jurisdiction level.
- ❖ Developed an automated resource center for the Bay Region.
- ❖ Produced an annotated bibliography of earthquake public information materials.
- ❖ Produced a report outlining strategies for effective use of geologic information.
- ❖ Cosponsored a "Post Earthquake Fire Symposium"
- ❖ Designed a regional earthquake preparedness conference and follow-up subregional training workshops.
- ❖ Adapted printed guidance and audio-visual materials developed by the Southern California Earthquake Preparedness Project for use in the Bay Region.

BAREPP Year 2: JULY 1, 1985-JUNE 30, 1986

- ❖ Convened a regional earthquake preparedness conference, cosponsored by all 10 counties in the region which attracted 750 participants from the public and private sector.
- ❖ Participated in the organization of Statewide Earthquake Preparedness Week, developed and disseminated materials to be used by public and private sector organizations, and assisted Bay Area media in providing coverage of Earthquake Week activities.
- ❖ Sponsored a workshop for local media representatives to support the development of a coordinated earthquake response plan and to encourage greater involvement of the media in providing preparedness information both before and after an earthquake.
- ❖ Co-sponsored a school earthquake preparedness conference for public and private school officials, administrators and teachers to disseminate information on all aspects of school safety planning, including an introduction to the FEMA School Safety Guidelines which have been distributed to all K-12 schools in California by the California Seismic Safety Commission.
- ❖ Developed a videotape on how to identify and mitigate non-structural hazards in schools.

- ❖ Developed a checklist of non-structural hazards to be used by public and private organizations to assess their non-structural hazards risk.
- ❖ Developed a videotape entitled *How Earthquakes Affect Buildings* to provide basic education on how the structural elements of four types of buildings perform in earthquakes.
- ❖ Developed a dual projector slide/tape program entitled *Making a Difference...Using Earth Science Information* which provides information on how to mitigate seismic risk through sound land use decisions based on the effective use of earth science information, and provides case study documentation.
- ❖ Developed curricula, with supporting audio-visual and hand-out materials for half-day workshops on six special topics, including:
 - Earthquakes and the Threat to High Rise Buildings
 - Special Problems Posed by Hazardous Materials in Earthquakes
 - Earthquake Hazard Mitigation Programs at the Community Level
 - Better Use of Earth Science Information
 - Hospitals and Earthquakes
 - Conducting a Hazardous Building Survey
- ❖ Developed strategies for using existing local and regional networks to address multijurisdictional earthquake preparedness, response and recovery issues.
- ❖ Provided intensive planning and technical assistance, and developed hazard vulnerability maps for local government planning partners, and responded to requests for assistance from many other jurisdictions and private sector interests.
- ❖ Developed checklists, including earthquake preparedness, mitigation, response and recovery actions for the following groups: local government, business and industry, media, hospitals, schools, neighborhoods, and Bay Area decision makers.
- ❖ Published *NETWORKS: Earthquake Preparedness News*, including the distribution of approximately 7,500 copies of a "Special Issue on Lessons for the Bay Area from the Mexico City Earthquake of September 19, 1985."
- ❖ Maintained and expanded the BAREPP Resource Center, which includes a database of earthquake information resources, and a library of research publications, public information, and audio-visual resources, available for loan or duplication by public and private sector groups.
- ❖ Developed, through the Local Incentive Program initiated last year, innovative approaches and materials to achieve earthquake preparedness in community groups, private businesses, and schools. Four additional contracts were awarded for the coming year.

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BAREPP Year 3: JULY 1, 1986-JUNE 30, 1987

- ❖ Continued planning partnerships with 5 Bay Area jurisdictions to develop and implement comprehensive long-term preparedness programs.
- ❖ Distributed BAREPP's local government earthquake preparedness guidelines and checklists to all jurisdictions in the BAREPP planning area.
- ❖ Developed an outline for a "Manual for Implementation Techniques for Seismic Safety Planning at Local Government Level"
- ❖ Developed comprehensive earthquake preparedness planning guidelines for Hospitals and Medical Facilities.
- ❖ Met with representatives of labor trades to explore the role of organized labor as emergency response volunteers.
- ❖ Participated in two workshops with the San Francisco Archdiocese. Workshop topics included the use of the FEMA School Safety Guidelines, non-structural hazard mitigation, and children's reactions to earthquakes.
- ❖ Established a Schools Committee to develop strategies for more effective outreach to public and private schools.
- ❖ Participated in the Mission College Earthquake Preparedness Day which attracted 1200 community participants and a dozen private businesses. This effort was based on the marketing approach previously developed by BAREPP.
- ❖ Developed scripts for post-earthquake radio spots, designed to provide critical information in easily understandable language immediately following a major earthquake.
- ❖ Conducted a workshop for county emergency services coordinators, county communications managers, news directors, and broadcast engineers to develop a strategy for revising Bay Area Emergency Broadcast System procedures.
- ❖ Delivered over 100 presentations on earthquake preparedness to business and government leaders in the San Francisco Bay Region
- ❖ Provided copies of BAREPP's business planning guidelines and checklists to all Bay Area Chamber of Commerce, local business organizations, associations, and major corporations.
- ❖ Developed Case Studies: Seismic Retrofit of Existing Buildings for four common Bay Area building types: unreinforced masonry, non-ductile concrete, tilt-up and wood frame.
- ❖ Produced a report on earthquake prediction in the San Francisco Bay Area for use by policy makers and response personnel.

- ❖ Completed the 4 Local Incentive Grant Projects awarded in Year 2 to Bay Area jurisdictions to develop innovative programs in community preparedness, business preparedness, community communications, and non-structural mitigation for critical facilities.
- ❖ Produced case studies on 5 of the programs developed during Fiscal Year 85-86 through the Local Incentive Program.
- ❖ Operated the Regional Resource Center, which includes a database of earthquake information resources, and a lending library of slides, slide-tape programs, videos, and packaged curricula of various topics. Several hundred requests for materials were processed through the RRC this year.
- ❖ Produced four issues of the BAREPP Newsletter NETWORKS. The issues focused on: Mitigation and response lessons from the Morgan Hill and Mt. Lewis Earthquakes; Economic Aftershocks: financial recovery issues for the public and private sector; Community Preparedness Programs; and Earthquake Month Activities.
- ❖ Participated in the organization of the Statewide Earthquake Preparedness Month in April; developed and disseminated materials to be used by public and private sector organizations, and assisted Bay Area media in providing coverage of earthquake week activities.
- ❖ Conducted a workshop for local government on the use of volunteer engineers in conjunction with the California Specialized Training Institute.
- ❖ Conducted a workshop through the American Planning Association for local government and private sector planners on use of earth science information for seismic safety planning.
- ❖ Developed, with the BAREPP Policy Advisory Board a Three Year Work Program 1987-1990, to guide project activities under the newly created legislation which extends the project for an additional 3 years, and transfers the administrative responsibilities for BAREPP from the Seismic Safety Commission to the Governor's Office of Emergency Services.

III. APPROACH & STRATEGIES FOR 1987-1990.

Although much has been accomplished in the last three years to improve the level of earthquake preparedness in the region, there is general agreement by all involved that much more remains to be done. In July 1986, SB 1973 was signed by the Governor, authorizing BAREPP, and its southern California counterpart, SCEPP, to continue for a period of three years commencing July 1, 1987. The legislation also provided for the administration of both projects under the Governor's Office of Emergency Services. The following section establishes a framework for carrying out the mandate of SB 1973, and provides general priorities for meeting the earthquake preparedness needs of the San Francisco Bay Region.

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A. Goals and Objectives

The goal of the Bay Area Regional Earthquake Preparedness Project, as stated in Senate Bill 1973 is to "promote voluntary actions by local jurisdictions, volunteer agencies and associations, and private organizations which address all aspects of seismic safety, including, but not limited to, mitigation, public information and education, response and recovery planning".

Additionally the legislation provides the following objectives for accomplishing the above stated goal:

- ❖ To "provide planning and technical assistance for developing and implementing earthquake hazard mitigation and loss prevention programs that reduce earthquake vulnerability".
- ❖ To "provide planning and technical assistance to improve regional, local, community, corporate and public and private school preparedness".
- ❖ To "provide planning and technical assistance to local jurisdictions to improve regional and local agencies' response capabilities for predicted and unpredicted earthquakes".
- ❖ To "participate with local, regional, state, and federal agencies, councils of government, and private organizations in providing education and training workshops and conferences on comprehensive earthquake preparedness".
- ❖ To "promote innovative approaches by local jurisdictions in the areas of public education and individual, community, and private sector preparedness".

B. Relationship between BAREPP and other Agencies with Earthquake Preparedness Responsibilities

BAREPP has administrative and program defined relationships with a number of State agencies and the Federal government. These relationships help to define the project's work program, as well as provide resources and staff support to the earthquake preparedness efforts in the Bay Region.

Federal Emergency Management Agency

As the lead agency for the National Earthquake Hazards Reduction Program (NEHRP), FEMA is responsible for program planning, direction, and coordination, and for stimulation of actions needed to reduce earthquake hazards throughout the Nation. Financial assistance for earthquake programs in the State of California is administered through FEMA, Region IX, located at the Presidio of San Francisco.

Historically, FEMA has provided at least 50% of BAREPP's annual funding; however, it appears that the level of federal funding will be decreasing over time. Approximately 37% of BAREPP's 1987-88 budget will be provided by FEMA through the Comprehensive Cooperative Agreement (CCA) with the Governor's Office of Emergency Services. The CCA also includes a *Statement of Work* defining tasks to be completed by the Project.

A Project Officer at FEMA, Region IX is assigned to monitor the progress of the project, review and accept Quarterly, Final and Financial Status Reports, provide liaison between OES and FEMA National Office, review and accept all products and provide approval for final printing and distribution of all BAREPP products. In addition, FEMA, Region IX, is represented as an *Ex-Officio* Member on BAREPP's Policy Advisory Board.

California Seismic Safety Commission (SSC)

The Seismic Safety Commission was established in 1975 to advise the Governor and Legislature on policies and programs to reduce California's earthquake hazard. The California Earthquake Hazards Reduction Act of 1986 requires the SSC to develop a five-year State program, to be updated annually, that will reduce earthquake hazards significantly by the end of the century.

BAREPP supports the initiatives outlined in the SSC 5-Year Plan *California at Risk*, and although it has no implementation responsibilities, BAREPP can assist local jurisdictions by providing planning and technical assistance related to hazard mitigation policies and long-term preparedness programs.

The Commission maintains an advisory role to the Project through representation on the Policy Advisory Board. There are currently 2 seats allocated to the Commission, in addition to the Chairman and the Executive Director who serve *Ex-Officio*.

Governor's Office of Emergency Services (OES)

The California Emergency Services Act established the California Emergency Council and the Office of Emergency Services in 1970 as the responsible agency for all hazards preparedness and response planning for the State of California. This was an outgrowth of the Office of Civil Defense which operated in the 1950's and 60's. During a state of war emergency, state of emergency, or local emergency, the Director of OES is charged with the coordination of emergency activities of all State agencies. OES is the State agency responsible for coordinating the planning, resources and activities of all levels of government and the private sector in order to save lives and reduce property damage during disasters.

Under the enabling legislation (SB 1973) which continues BAREPP until June 30, 1990, OES is authorized to enter into agreements with local, regional, and federal agencies, councils of government, and private organizations and contractors, and

may receive and expend funds provided by those entities in support of comprehensive earthquake preparedness programs (i.e., BAREPP and SCEPP).

As the State agency with the administrative charge of carrying out BAREPP's activities, OES is responsible for negotiating an annual *Statement of Work* for BAREPP to be included in the Comprehensive Cooperative Agreement between OES and FEMA. In addition, OES provides administrative support to the Project in carrying out its work program, and reviews final products.

The BAREPP Policy Advisory Board established as a committee of the Seismic Safety Commission shall be continued by the Office of Emergency Services to provide policy guidance to the Project and advise the Director of OES on issues of concern to the Region. Vacancies on the PAB shall be filled by the OES Director, who also holds an *Ex-Officio* position on that Board.

BAREPP shall support OES statewide earthquake preparedness efforts, particularly those activities related to statewide public information campaigns, regional response planning, and prediction response planning.

As California Emergency Services Workers, and employees of the Governor's Office of Emergency Services, BAREPP staff may be called upon, at the discretion of the Director of OES, to assist in the State's response to an emergency or other extraordinary circumstance.

Office of Emergency Services, Region 2

The State of California is divided into 6 OES regions. Region 2 covers the Northern California coastal areas from the Oregon border to Monterey County, and encompasses BAREPP's 10-county planning area. Activities of the Region 2 staff focus on those programs that will result in a more effective local or regional emergency response. Efforts include working with local jurisdictions in developing response plans, assisting in training and exercises programs, and providing financial assistance for equipment purchases to increase response capabilities. The Region 2 office is also charged with localized State agency emergency preparedness and response planning.

In the event of an emergency or disaster, Region 2 provides assistance to local jurisdictions, gathers and evaluates situation information, coordinates local and regional mutual aid requests, and provides disaster assistance services.

Region 2 activities include, but are not limited to earthquake preparedness and response planning. Therefore, it is critical that a clear understanding of responsibilities and areas of emphasis be established between BAREPP and OES Region 2, to avoid program conflicts, duplication of efforts, or potential confusion at the local jurisdiction level.

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Southern California Earthquake Preparedness Project (SCEPP):

SCEPP was initiated in September 1980 to develop innovative approaches to comprehensive preparedness for predicted or unpredicted earthquakes in a 5-county Southern California region. The legislation which established BAREPP under the Seismic Safety Commission also provided for the transfer of SCEPP from the Commission and continuation of the project as a program of the OES. With the passage of SB 1973, SCEPP and BAREPP will be jointly administered by OES, will share a common set of goals and objectives, and will be governed by a single Comprehensive Cooperative Agreement between OES and FEMA.

Because of the limited staff and budget available to SCEPP and BAREPP, attempts will be made to share resources, develop joint tasks, and avoid duplication of effort whenever possible. Direct channels of communication will be maintained between the two projects to insure information exchange and program coordination. This effort will be greatly facilitated by the Projects' common reporting structure to the OES Assistant Director for Southern California.

C. Program Priorities

The following statements are intended to establish program priority policy. They are intended to be used over the term of this work program to guide the allocation of limited project resources.

- ❖ The emphasis of BAREPP work program strategies and tasks shall continue to be on those activities that facilitate the development and implementation of comprehensive earthquake preparedness programs at the local level.
- ❖ Emphasis should be placed on those programs that could result in the greatest benefit to earthquake preparedness within the 10-county San Francisco Bay Region. The emphasis of BAREPP programs shall be on activities that result in the reduction of earthquake caused life loss, injury and property damage.
- ❖ Project activities and tasks related to hazard mitigation and multijurisdictional response planning shall receive the highest priority in the allocation of staff and budget resources. In providing planning and technical assistance, the Project shall place equal emphasis on these two program areas. Other program areas, including public information activities and recovery and reconstruction planning assistance shall receive a lower priority.
- ❖ There is a need for the project to conduct an evaluation of its programs, both internally and externally through third party review. This information is necessary in order for the project to gauge its effectiveness and if necessary, adjust its priorities or tasks to reflect the needs of the region. However, this is considered a relatively low project priority when weighed against hazard mitigation and response planning programs.

- ❖ The Project receives a great number of requests for assistance from a variety of organizations. In the event that there are not adequate staff resources to respond to all requests, priorities shall be established as follows: Local government jurisdictions, including multijurisdictional or regional agencies, business & industry, community groups, schools, hospitals, utilities, and individual requests.

D. Strategies for Work Program Implementation

There are several general principles that should govern the implementation of BAREPP's Work Program.

1. Project activities should not duplicate the activities or programs of other agencies.
2. BAREPP should maximize the impact of the activities by incorporating and supporting the earthquake preparedness programs of other organizations and agencies.
3. Wherever possible, activities and programs developed and supported by BAREPP should be "spun off" and continue independent of the Project.

In addition to the above guidelines, there are many strategies or techniques available to the project in providing planning and technical assistance. The following have been identified as being the most appropriate to BAREPP's operation:

1. Presentations:
2. Networking Activities (including *NETWORKS* and Resource Center)
3. Case Studies
4. Workshops and Training Seminars
5. Planning Partnerships
6. New Product Development

IV. WORK PROGRAM ELEMENTS AND TASKS FOR 1987-1990.

BAREPP'S proposed activities for the next three years are grouped into the following three elements:

- ❖ Planning and Technical Assistance
- ❖ Public Information/Education/Outreach
- ❖ Project Oversight/Implementation

For each of these categories, tasks are grouped into program areas, by Years 1, 2, and 3. Information is more detailed for Year 1 than for the following years. Tasks for Years 2 and 3 will be supplemented on an on-going basis. It is BAREPP's intent, with the assistance of the Policy Advisory Board and the Governor's Office of Emergency Services to choose from among the tasks listed those to be incorporated in the Comprehensive Cooperative Agreement each year.

The first step in the process of developing a business plan is to conduct a market analysis. This involves researching the industry, identifying potential customers, and understanding the competitive landscape. Once this information is gathered, the next step is to define the business's mission and vision, and to set specific, measurable goals for the future.

After the market analysis, the next step is to develop a marketing strategy. This involves determining how the business will reach its target audience and promote its products or services. This may include advertising, public relations, and other promotional activities.

Once the marketing strategy is developed, the next step is to create a financial plan. This involves estimating the costs of the business and projecting the revenue it will generate.

The final step in the process is to write the business plan itself. This document should clearly and concisely outline all of the information gathered in the previous steps, and should serve as a guide for the business's future operations.

By following these steps, a business owner can develop a comprehensive business plan that will help them to achieve their goals and succeed in their market.

There are many factors that can influence the success of a business, and a well-developed business plan can help to address these factors. By understanding the market, developing a marketing strategy, and creating a financial plan, a business owner can increase their chances of success.

- 1. Market Analysis
- 2. Marketing Strategy
- 3. Financial Plan
- 4. Business Plan
- 5. Implementation

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- 1. Market Analysis
- 2. Marketing Strategy
- 3. Financial Plan
- 4. Business Plan
- 5. Implementation

The goal of this document is to provide a clear and concise overview of the business plan. It should be used as a guide for the business's future operations, and should be updated regularly as the business grows and changes.

Planning and Technical Assistance

Provide planning and technical assistance to local jurisdictions, utilities, hospitals, schools, community groups, and business organizations to promote and support comprehensive earthquake preparedness planning and implementation. The term comprehensive is intended to include programs related to preparedness, mitigation, response and recovery. Provide public information and education presentations to the above mentioned entities.

LOCAL GOVERNMENT

Objectives:

- ❖ Work with local jurisdictions at the policy level to promote the development of long-term earthquake preparedness programs that will result in a reduction in life loss and property damage in the event of predicted or unpredicted earthquakes.
- ❖ Continue to provide existing technical assistance resources for the implementation of preparedness, mitigation, response and recovery programs, and develop necessary resources where none currently exist.

Year 1:

1. Continue to provide assistance to planning partners and other cities/counties in establishing and implementing their earthquake preparedness plans.
2. In conjunction with the existing MOU with the City and County of San Francisco, initiate a new effort to update and implement their General Plan Seismic Safety Element.
3. Contact those City/County Administrators that indicated they were "extremely interested" in using BAREPP's guidelines or resources, in response to the survey administered during 1986-87.
4. Continue to assist in the development of localized scenarios and vulnerability assessments.
5. Develop guidelines for local officials to undertake vulnerability assessments.
6. Develop, with advisory committee and possible consultant support, strategies for developing guidelines for the preparation/implementation of Safety/Seismic Safety Elements for local general plans.
7. Develop additional hazardous building retrofit case studies (2).
8. Provide support to local jurisdictions in the implementation of SB 547.

Planning and Economic Development

The planning process is a continuous one, and it is essential that the planning process be seen as a dynamic one, rather than a static one. The planning process is a dynamic one, and it is essential that the planning process be seen as a dynamic one, rather than a static one. The planning process is a dynamic one, and it is essential that the planning process be seen as a dynamic one, rather than a static one.

1.0 Introduction

1.1 Objectives

1. To provide a framework for the planning process.
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3. To provide a framework for the planning process.
4. To provide a framework for the planning process.

1.2 Scope

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7. To provide a framework for the planning process.
8. To provide a framework for the planning process.
9. To provide a framework for the planning process.
10. To provide a framework for the planning process.

9. Co-sponsor and provide support to Bay Area training workshops developed by the Seismic Safety Commission on implementation of SB 547.
10. Through the use of a PAB ad hoc committee, explore possibilities for corps of retired engineers to perform hazardous building surveys for cities.
11. Through the use of outside resources, develop a compendium of post-earthquake ordinances.
12. Through the use of a PAB ad hoc committee, develop for cities/counties a list of facilities, by priority, for post-earthquake inspection.

Year 2:

1. Continue to provide planning and technical assistance to planning partners and other cities/counties in establishing and implementing their earthquake preparedness plans.
2. Using the newly developed local government supplement to the Seismic Safety Commission's Five Year Plan, promote the development of long-term hazard reduction programs. Use existing policy oriented associations as a vehicle.
3. Continue to assist in the development of localized scenarios and vulnerability assessments.
4. Develop, with consultant support, guidelines for implementation of Safety/Seismic Safety Elements, and if feasible, design a workshop for local planners and administrators.
5. Based on the past use and interest in hazardous building retrofit case studies, develop appropriate additional case studies.
6. Develop additional planning and technical assistance tools, based on the evaluation and analysis of programs and strategies developed during year 1.

Year 3:

1. Continue to provide planning and technical assistance to planning partners and other interested cities/counties in establishing and implementing their earthquake preparedness plans.
2. Continue to assist in the development of localized scenarios and vulnerability assessments.
3. Develop additional planning and technical assistance tools, based on needs identified in years 1 and 2.

1. The first step in the process of identifying a problem is to define the problem clearly. This involves identifying the symptoms of the problem and determining the scope of the problem.
2. The second step is to gather information about the problem. This involves researching the problem and identifying the causes of the problem.
3. The third step is to analyze the information gathered. This involves identifying the strengths and weaknesses of the information and determining the most likely causes of the problem.
4. The fourth step is to develop a plan of action. This involves identifying the steps that need to be taken to solve the problem and determining the resources that will be needed.
5. The fifth step is to implement the plan of action. This involves carrying out the steps that have been identified and monitoring the progress of the plan.
6. The sixth step is to evaluate the results of the plan. This involves determining whether the plan has been successful in solving the problem and identifying any lessons learned.

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MULTIJURISDICTIONAL/REGIONAL

Objectives:

- ❖ Work in conjunction with OES Region 2 to improve the level of preparedness and regional response capabilities, with emphasis on the need for improved communications and planning.
- ❖ To provide a basis for local and regional response planning through assisting in the development of a State Response Plan for a catastrophic earthquake in the San Francisco Bay Region.

Year 1:

1. With OES, contract for the adaptation of the State's Southern California Response Plan to the San Francisco Bay Region.
2. Participate with OES in forming working groups to address regional planning issues identified during the first three years of the project, with emphasis on those related to transportation and communication.
3. Assist the region's media in developing a response plan and capability.

Year 2:

1. Continue and expand the working group process established in year 1 for addressing regional response issues.
2. Assist State OES and local jurisdictions in planning for the 1988 regional exercise.
3. Assist the region's media in implementing plans developed in year 1.
4. Explore the potential for using a common mapping system for regional vulnerability analysis and response planning.

Year 3:

1. Using the working group approach developed in years 1 and 2, address key issues raised or problems encountered in the 1988 regional exercise.

Appendix

1. What is the purpose of this study? (10 points)
The purpose of this study is to explore the experiences of students who have completed a leadership program and to identify the factors that influence their leadership development.

2. What is the research question? (10 points)
The research question is: What factors influence the leadership development of students who have completed a leadership program?

Appendix

3. What is the significance of this study? (10 points)
This study is significant because it provides insight into the factors that influence leadership development, which can help educators and administrators design more effective leadership programs.

4. What is the scope of this study? (10 points)
The scope of this study is limited to the experiences of students who have completed a leadership program at a specific university.

5. What is the methodology of this study? (10 points)

Appendix

6. What is the data collection method? (10 points)
The data collection method is a semi-structured interview.

7. What is the data analysis method? (10 points)
The data analysis method is content analysis.

8. What is the ethical approval of this study? (10 points)
The study has been approved by the Institutional Review Board (IRB) at the university.

Appendix

9. What is the conclusion of this study? (10 points)

10. What are the implications of this study? (10 points)
The implications of this study are that educators and administrators should consider the factors that influence leadership development when designing leadership programs.

UTILITIES

Objectives:

- ❖ Work should be initiated with utility and lifeline providers in the region in an effort to implement the recommendations proposed at the BSSC Workshop on Abatement of Seismic Hazards to Lifelines.
- ❖ Work with local lifeline providers, government and the private sector to facilitate communication, coordination, and prioritization for restoration of services following a major earthquake.

Year 1:

1. Through the use of a PAB ad hoc committee investigate the need for a local workshop on abatement of seismic hazards to lifelines.
2. Provide planning and technical assistance to those utilities interested in developing and implementing earthquake preparedness plans.

Year 2:

1. Implement the recommendations of the ad hoc committee on utility vulnerability.
2. Incorporate lifeline restoration issues into the multijurisdictional/regional planning group effort.
3. Continue to provide planning and technical assistance as requested.

Year 3:

1. Continue to provide planning and technical assistance as requested.
2. Continue to implement strategies recommended by the ad hoc committee or the regional working groups.

HOSPITALS

Objectives:

- ❖ Work with the Hospital Council of Northern California (HCNC) to promote the use of the hospital planning guidelines developed in FY 86-87.
- ❖ Provide planning and technical assistance to hospitals, medical facilities, medical personnel to encourage earthquake preparedness planning and training.

Abstract

1. This report is intended to provide information on the results of the study of the effects of the use of the word "and" in the title of a document on the number of citations it receives in a database.
2. The study was conducted by the use of a computer program which searched the titles of documents in a database and counted the number of times the word "and" appeared in the title.

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Year 1:

1. Contract for the development of a workshop design to present the Hospital Preparedness Guidelines developed under contract to BAREPP in FY86-87. Hold 1 subregional workshop to test curricula.

Year 2:

1. Evaluate the hospital preparedness curricula and workshop, make necessary revisions and offer the workshop in various locations in the region.

Year 3:

1. Explore alternative agencies with the capability to provide the training workshop on an on-going basis.
2. Continue to provide support to those medical facilities requiring assistance in developing or implementing their plans.

SCHOOLS

Objectives:

- ❖ Continue to promote earthquake preparedness in public and private schools and develop more innovative and effective techniques to encourage earthquake preparedness planning and implementation.

Year 1:

1. The PAB ad hoc committee on schools will continue to address a wide range of possible activities, including the development of presentations to school boards, training workshops, and activities directed toward pre-schools and colleges.
2. Based on recommendations from the schools committee and the results of a survey distributed in April 1987, BAREPP staff will develop detailed strategies for promoting school preparedness.

Year 2 & 3:

1. The ad hoc committee will continue to identify activities and strategies that would make BAREPP most effective in promoting school earthquake preparedness.
2. BAREPP will continue to sponsor training workshops and promote the use of existing materials.

1. The first part of the document is a letter from the President of the United States to the Congress, dated September 17, 1787. It is a very important document, as it is the first time that the President has addressed the Congress. The letter is written in a very formal and dignified style, and it is a very good example of the President's power and authority.

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COMMUNITY

Objectives:

- ❖ BAREPP will continue to support community preparedness programs with local government and community organizations that focus on facilitating preparedness and providing training.
- ❖ BAREPP will continue to explore strategies to implement the marketing approach for incorporating private sector resources into community preparedness activities.

Year 1:

1. Provide existing preparedness materials, to community organizations and assist them in program implementation using these materials.
2. Seek outside development of generic audio and video tape public information spots on preparedness steps for individuals and families for use during campaigns.
3. Identify target communities that show for incorporating the marketing approach into their local campaigns.
4. Develop list and make presentations to potential private sector companies who might support and cooperate in local community campaigns.

Year 2:

1. Continue to build on successes and lessons learned from community campaigns to broaden implementation and refine approach to incorporating private sector in local earthquake preparedness activities.
2. Refine marketing approach to community preparedness and present approach at a workshop(s).

Year 3:

1. Conduct a regional evaluation of community campaign and community preparedness programs to determine impact of programs.
2. Develop revised marketing approach guide incorporating examples of local campaigns.

1. The first part of the document is a list of the names of the people who were present at the meeting. The names are listed in alphabetical order.

2. The second part of the document is a list of the topics that were discussed at the meeting. The topics are listed in alphabetical order.

Page 2

3. The third part of the document is a list of the actions that were taken at the meeting. The actions are listed in alphabetical order.

4. The fourth part of the document is a list of the decisions that were made at the meeting. The decisions are listed in alphabetical order.

5. The fifth part of the document is a list of the recommendations that were made at the meeting. The recommendations are listed in alphabetical order.

6. The sixth part of the document is a list of the conclusions that were reached at the meeting. The conclusions are listed in alphabetical order.

Page 3

7. The seventh part of the document is a list of the recommendations that were made at the meeting. The recommendations are listed in alphabetical order.

8. The eighth part of the document is a list of the conclusions that were reached at the meeting. The conclusions are listed in alphabetical order.

Page 4

9. The ninth part of the document is a list of the recommendations that were made at the meeting. The recommendations are listed in alphabetical order.

10. The tenth part of the document is a list of the conclusions that were reached at the meeting. The conclusions are listed in alphabetical order.

BUSINESS & INDUSTRY

Objectives:

- ❖ Work through existing business associations and organizations to promote earthquake preparedness planning and implementation.

Year 1:

1. Based on responses to BAREPP's survey of businesses and associations, develop a strategy for best use of available resources to further private sector planning.
2. Support and participate in regional or subregional emergency preparedness conferences, seminars, or workshops being sponsored by the Industrial Emergency Council and the Red Cross.
3. Develop short articles on business preparedness for incorporation into business and association publications.
4. Seek outside support for development of industry specific impact analysis and checklist of preparedness needs.

Years 2, 3:

1. Continue to assist jurisdictions and communities in developing focused business and industry conferences.
2. Expand the industry specific impact analysis and checklists.
3. Produce a videotape for business and industry with a focus on business survival, including how businesses have failed in the past and how to avoid business failure as a result of earthquakes.

Abstract

This study examines the impact of a leadership development program on the self-efficacy and leadership behaviors of middle managers in a large organization.

Keywords

- 1. Leadership development
- 2. Self-efficacy
- 3. Leadership behaviors
- 4. Middle managers
- 5. Organizational commitment
- 6. Job satisfaction
- 7. Turnover intentions
- 8. Organizational citizenship behaviors
- 9. Employee engagement
- 10. Organizational performance

Introduction

Leadership development programs are designed to enhance the leadership skills and abilities of individuals within an organization. These programs typically focus on improving self-efficacy, which is the belief in one's ability to successfully execute the behaviors required to achieve desired outcomes. Self-efficacy is a key component of leadership effectiveness, as it influences the leader's confidence, decision-making, and ability to inspire and motivate others. This study aims to investigate the impact of a leadership development program on the self-efficacy and leadership behaviors of middle managers in a large organization. The study also examines the relationship between self-efficacy, leadership behaviors, and various organizational outcomes, including organizational commitment, job satisfaction, turnover intentions, organizational citizenship behaviors, employee engagement, and organizational performance.

Public Information/Education/Outreach

Promote an increased awareness by the public and private sectors of the earthquake threat to the region, and preparedness steps that can be taken to reduce the impact of earthquakes. BAREPP has found the following program areas to be particularly effective in increasing awareness and preparedness.

Over the past three years, approximately \$310,000 has been expended in northern and southern California to support local government development of demonstration projects for earthquake safety (LIP). BAREPP's resource center (RRC) consists of a library and files, an extensive slide collection, videos, slide shows, training curricula, publications, brochures, camera ready art, and a referral system. BAREPP's quarterly newsletter, NETWORKS has a circulation of approximately 7,500 policy makers and other interested individuals within and outside the region. Statewide Earthquake Preparedness Month is a preparedness campaign directed toward the general public through local government and private sector efforts. The annual campaign provides a unique opportunity for the media to support and promote earthquake preparedness activities.

LOCAL INCENTIVE PROGRAM (LIP)

Objectives:

- ☒ Promote the dissemination and use of local incentive program process and products.

Year 1:

1. Disseminate case studies and summary sheets developed in FY 86-87.
2. Prepare and publish selected case studies of local incentive programs completed in FY 86-87.
3. With LIP recipients and OES Region 2, convene a training workshop(s) to assist in the transferability of selected programs.

Year 2:

1. Continue the dissemination of LIP case studies.
2. If successful, continue series of workshops with grant recipients and OES to transfer the results of LIP programs.

Year 3:

1. Document the use and evaluate the transferability of LIP case studies.
2. Based on the evaluation, make recommendations for the continued funding of the Local Incentive Program.

Final Examination Questions

1. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (20 marks)

2. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (20 marks)

Section B: Short Answer Questions

(10 marks)

3. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (10 marks)

(10 marks)

4. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (10 marks)

5. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (10 marks)

(10 marks)

6. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (10 marks)

(10 marks)

(10 marks)

7. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (10 marks)

(10 marks)

8. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (10 marks)

(10 marks)

9. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (10 marks)

(10 marks)

10. The following questions are based on the material covered in the course. Please answer each question in detail, showing all work and reasoning. (10 marks)

(10 marks)

REGIONAL RESOURCE CENTER

Objectives:

- ❖ Maintain BAREPP's Regional Center as a valuable resource to government, business, and the community through strategies and and procedures that maximize use with minimum of staff support.

Year 1:

1. Continue to maintain, update, and operate the existing components of the RRC.
2. Document and evaluate the use of the various resource center functions, and identify elements to be incorporated or deleted in the future.
3. Implement cost recovery program for selected products through ABAG.

Year 2:

1. Continue activities as appropriate.
2. Add desired elements and/or delete unnecessary functions identified in year 1 evaluation.
3. Explore outlets to be used as supplemental depositories for the RRC.

Year 3:

1. Continue resource center activities as appropriate.
2. Establish alternative/supplemental depositories for the RRC.

NETWORKS NEWSLETTER

Objectives:

- ❖ Promote earthquake preparedness activities by including feature articles and interviews raising issues of regional concern.
- ❖ Provide current information to the region on earthquake research, legislation, and resources.
- ❖ Use *NETWORKS Special Editions* as a vehicle for presenting case studies and local experiences in earthquake preparedness.

Abstract

The purpose of this study was to investigate the effects of a 12-week intervention program on the physical and psychological health of young adults. The study was conducted in a controlled environment and involved a random assignment of participants to either the intervention or control group.

1.1 Introduction

The first objective of the study was to determine the effects of the intervention on the physical health of the participants.

The second objective was to investigate the effects of the intervention on the psychological health of the participants.

The third objective was to determine the effects of the intervention on the overall health of the participants.

1.2 Methods

The study was conducted in a controlled environment and involved a random assignment of participants to either the intervention or control group.

The intervention group received a 12-week program of physical and psychological health training.

The control group received no intervention.

The study was conducted in a controlled environment and involved a random assignment of participants to either the intervention or control group.

1.3 Results

The results of the study showed that the intervention group had significantly better physical and psychological health than the control group.

The results of the study showed that the intervention group had significantly better overall health than the control group.

2.1 Discussion

2.1.1 Introduction

The purpose of this section is to discuss the results of the study and to provide a summary of the findings.

The results of the study showed that the intervention group had significantly better physical and psychological health than the control group.

The results of the study showed that the intervention group had significantly better overall health than the control group.

Year 1:

1. Prepare, print, and distribute *NETWORKS* on a quarterly basis and *Special Editions* on an occasional basis. Topics for special editions could include such topics as: hazardous building retrofit; local preparedness programs; and. earthquake prediction in California and the Bay Region.
2. Survey readership to determine level of effectiveness and identify unmet needs.

Year 2 & 3:

1. Prepare, print, and distribute *NETWORKS* on a quarterly basis and *Special Editions* on an occasional basis.

EARTHQUAKE PREPAREDNESS MONTH

Objectives:

- ❖ Provide support to State OES in developing a long-term strategy for statewide earthquake preparedness campaigns.
- ❖ Encourage local government to develop innovative approaches to earthquake preparedness campaigns.

Year 1, 2 & 3:

1. Participate with SCEPP, OES, and the SSC in the planning and coordination of statewide earthquake preparedness and awareness activities, including the contracting for consultant and management services to support statewide planning.
2. Based on evaluation of previous Earthquake Preparedness Month/Week, developed improved tools and strategies to assist local government and the private sector in developing programs for future campaigns.
3. Participate as appropriate in statewide and local activities during the campaign.

Project Oversight/Implementation

Within the policy framework established by the Policy Advisory Board and the Governor's Office of Emergency Services, provide overall management of project budget and staff to implement projects and programs of BAREPP. Conduct an evaluation of BAREPP products and processes to test the effectiveness of the project in carrying out its goals and objectives, to provide "mid-course" program corrections, and to assist staff and PAB in setting priorities.

POLICY ADVISORY BOARD (PAB)

Objectives:

- ❖ Meet periodically to review project activities and progress, establish policy and set priorities, and provide guidance to project staff on implementation of work program.
- ❖ Through committee structure and outreach activities, undertake program activities in support of project program.

Years 1, 2:

1. Convene the members of the Policy Advisory Board on a periodic basis to review Project activities and provide on-going policy guidance.
2. Convene a Policy Advisory Board workshop to review Project progress and set priorities and objectives for future years.
3. Establish and/or continue, as deemed appropriate, *Ad Hoc* Committees to address specific topics identified by the PAB and Staff. Topics could include the following:

School Safety
The First 72 Hours
Volunteer Programs
Seismic Safety Implementation
Continuing Education
Program Evaluation

Year 3:

1. Meet periodically to review project activities and provide on-going policy guidance.
2. Convene a two-day workshop to review evaluation data provided by third party review, re-evaluate regional needs, and prepare recommendations for continuation of seismic safety preparedness activities in the ten county region.
3. Continue *Ad Hoc* Committees as appropriate to support PAB and Staff programs.

Project Overview / Objectives

The project aims to develop a comprehensive system for managing the company's financial data. The system will be designed to handle all financial transactions, from invoicing to payroll, and will provide a central repository for all financial data. The system will be developed using a modular architecture, allowing for future expansion and integration with other systems.

Project Scope / Deliverables

Phase 1: Requirements

- 1.1. Gather requirements from stakeholders.
- 1.2. Define the scope of the project.
- 1.3. Create a project charter.
- 1.4. Develop a project plan.

Phase 2: Design

- 2.1. Create a system architecture.
- 2.2. Design the database schema.
- 2.3. Develop the user interface.
- 2.4. Implement the business logic.
- 2.5. Test the system.

Phase 3: Implementation

- 3.1. Deploy the system.
- 3.2. Train the users.
- 3.3. Monitor the system.
- 3.4. Provide support.

Phase 4: Maintenance

- 4.1. Update the system.
- 4.2. Fix bugs.
- 4.3. Add new features.
- 4.4. Optimize performance.
- 4.5. Document the system.

PROGRAM EVALUATION

Objectives:

- ❖ Ensure that evaluation is an integral part of all program activities, whether new or continuing.
- ❖ Provide sufficient information related to program areas to the PAB in order to facilitate priority setting.
- ❖ Ensure that sufficient data exists on the audience we are reaching and benefits accrued to the region through the BAREPP's efforts in order to encourage continued state and federal earthquake preparedness program funding.

Year 1:

1. Maintain documentation of requests received and serviced by BAREPP.
2. Develop process and instrument for evaluation of selected BAREPP products and programs.
3. Provide periodic presentations to the PAB on status and effectiveness of individual work program tasks.
4. Seek funding sources and proposals for third party review and evaluation of BAREPP to be conducted in the following 2 years.

Year 2:

1. Make recommendations for revision (if necessary) of BAREPP products or programs based on analysis of year 1 evaluation surveys.
2. Continue documentation of numbers and types of services provided.
3. Continue to collect evaluation survey data on selected products.
4. Cooperate and provide necessary support and data to the researcher conducting the third party review and evaluation of BAREPP.

Year 3:

1. Continue documentation and evaluation survey activities and expand to any newly developed products.
2. Continue to provide required assistance to third party review.
3. Based on feedback from third party evaluation, develop recommendations for the continuation and refinement of BAREPP activities and programs.

Table 1

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Table 2

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4	...

Table 3

1	...
2	...
3	...
4	...

Table 4

1	...
2	...
3	...

PROJECT MANAGEMENT

Objectives:

- ⌘ To use staff and budget resources effectively in accomplishing BAREPP's overall goal of increasing the region's level of earthquake preparedness.
- ⌘ To ensure that BAREPP completes its tasks and meets its product delivery requirements.

Years 1, 2, 3:

1. Prepare annual work program and budget.
2. Establish and manage staff and budget allocations for implementing BAREPP work program.
3. Provide a liaison and coordination with Federal, State, and local agencies and organizations, including but not limited to the following:
 - Federal Emergency Management Agency (FEMA)
 - Southern California Earthquake Preparedness Project (SCEPP)
 - California Seismic Safety Commission (CSSC)
 - Division of Mines and Geology (DMG)
 - California Earthquake Education Project (CALEEP)
 - Association of Bay Area Governments (ABAG)
4. Prepare and administer contracts and interagency agreements.
5. Prepare monthly, quarterly reports.
6. Maintain office operations through the provision of clerical, graphic, and staff support for project activities.
7. Seek additional support for project research and implementation activities from outside sources including business associations, non-profit organizations, and the National Center for Earthquake Research (SUNY Buffalo).

APPENDIX

The data contained in this appendix was developed to guide the Policy Advisory Board in its deliberations regarding Year 1 tasks. The tables include a breakdown for each task, showing its priority status, staff allocation in person years (PY's) and the percentage of each task by program area. These program areas relate to the Policy Advisory Board Workshop Working Groups: mitigation, response, recovery and reconstruction, public information, and evaluation.

STAFF ALLOCATION BY WORK PROGRAM TASK

TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB INFO	EVAL					

=====

PLANNING AND TECHNICAL ASSISTANCE

Year 1 -- Local Government	(1.11)	(.45)	(.22)	(.42)	-			(2.2)		
Planning and Technical										
Assist to Local Governments	50	20	20	10		LG	STF	0.8		1
San Francisco SSE Update	70	10	20			SF/LG	STF/C	0.1		1
Administrators	50	30	20			LG	STF	0.1		1
Follow-up										
Localized Scenarios	50	40	10			LG	STF	0.2		2
Guide for Local										
Vulnerability Assessments	50	30	20			LG	STF	0.3		2
Seismic Safety Element										
Implementation Guidelines	80		20			LG	STF/C	0.1		2
HazBuild Retrofit Case Studies	50			50		LG/G	STF	0.4		2
SB 547 Implementation	80			20		LG	STF	0.1		1
SB 547 Workshop	60			40		LG	STF	0.1		1
PAB/Corps of Retired Engineers	60	30		10		LG	PAB		0.2	2
Post Eq. Ordinances		40	60			LG	Other		0.3	2
Post Eq. Priorities		80	20			LG	PAB		0.1	2

=====

LEGEND

STF	BAREPP Staff
LG	Local Government
SF	San Francisco
C	Contractor
G	General Population
PAB	Policy Advisory Board
Util	Utilities
Hosp	Hospitals
Bus	Businesses
(0.0)	Task Total for Year 1

Year 2 -- Local Government

Planning and Technical

TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB INFO	EVAL					
=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
Assist to Local Governments	50	20	20	10		LG	STF			1
Promote Long Term Hazard Reduction	80			20		LG	STF			1
Localized Scenarios	50	40	10			LG	STF			1
Guidelines for Seismic Safety Element Implement.	80		20			LG	STF/C			1
Additional Hazbuild Case Studies	80		20			LG/G	STF			2
Additional Planning Guidances	40	40	20			LG/G	STF/C			2
Year 3 -- Local Government										
Planning and Technical Assistance	40	40	20			LG	STF			1
Localized Scenarios	40	40	20			LG	STF			1
Guidances	40	40	20			LG/G	STF			2
Year 1 - Regional Planning	(.12)	(.38)	-	-	-			(.5)		
Adapt State Response Plan		100				State	STF/C	0.1	OES	2
Multijurisdictional Working Groups	20	80				Region	STF	0.2	OES/MTC	1

TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET	TASKED	STAFF	OTHER	PRIORITY
	MIT	RESP	R & R	PUB INFO	EVAL	GROUP		TIME	TIME	
Media Response Plan	40	60				Media	STF	0.2	OES	1
Year 2 -- Regional Planning										
Regional Response Issues		100				LG	STF		OES	1
Planning Response 88		100				LG/State	STF		OES	2
Media Response Implementation	40	60				LG/Media	STF		OES	2
Regional Mapping System	30	40	30			LG/State	STF/C			1
Year 3 -- Regional Planning										
Regional Response Issues		100				LG/State	STF		OES	1
Year 1 -- Utilities										
Workshop Need Assessment	(.05)	(.02)	(.02)	(.01)	-	Util	PAB	(.1)		2
Provide Planning Assistance	50	20	20	10		Util	STF/PAB	0.1	OES	2
Year 2 -- Utilities										
Workshop Recommendations	50	30	20			Util	C			2
Multijurisdictional Planning	20	50	30			LG/Util	STF/C		OES	1
Provide Planning Assistance	50	20	20	10		Util	STF/PAB		OES	2

TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB INFO	EVAL					
=====										
Year 3 -- Utilities										
Provide Planning Assistance	50	30	20			Util	STF/PAB		OES	2
Implement Other Strategies	30	30	30	10		Util	STF/PAB		OES	2
Year 1 -- Hospital Planning	(.035)	-	(0.015)	-	-			(.05)		
Hospital Curricula Development and Workshop	70		30			Hosp	C	0.05		1
Year 2 -- Hospital Planning										
Eval. Curricula and Update					100	Hosp	STF/C			2
Year 3 -- Hospital Planning										
Ident. Training Resources	60		20		20	Hosp	STF/PAB			2
Planning Assistance	70	10	20			Hosp	STF/PAB			1
Year 1 -- School Planning										
Program Develop by PAB	50	50				Schools	PAB/STF	0.05	PAB	1
Strategy Development	50	50				Schools	PAB/STF	0.05	PAB	1
Year 2 and 3 -- School Planning										

TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB	INFO					
=====										
Strategy Development	50	50				Schools	PAB/STF		PAB	2
Workshops	50	50				Schools	STF		CALEEP	2
Year 1 -- Community Planning	(.063)	(.048)	(.003)	(.061)	(.085)			(.26)		
Provide Materials	40	40		20		G	STF	0.1		1
Audio/Visual Materials	30	30	30	10		Media	Other	0.01		2
Marketing Approach	20				80	Bus	STF	0.1		1
Community Campaigns		10		80	10	Bus	STF	0.05		2
Year 2 -- Community Planning										
Continue Community Campaigns	20	20		60		Bus	STF			1
Refine Marketing Approach and Workshops	20	20		30	30	Bus	STF/PAB			2
Year 3 -- Community Planning										
Eval. Community Campaign and Preparedness Programs					100	G	STF/PAB			2
Year 1 Business and Industry	(.075)	(.075)	-	(.05)	-			(.2)		
Resources for Private Sector										

1. Name of the person
 2. Address of the person
 3. City of the person

4. State of the person
 5. Zip code of the person

6. Date of birth of the person
 7. Sex of the person

8. Marital status of the person
 9. Number of children of the person

10. Education level of the person
 11. Occupation of the person

12. Annual income of the person
 13. Type of housing of the person

14. Number of vehicles of the person
 15. Type of vehicles of the person

16. Number of trips of the person
 17. Type of trips of the person

18. Number of visits of the person
 19. Type of visits of the person

TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE				TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB INFO					

=====

Planning	50	50				Bus	STF/Other	0.1		1
----------	----	----	--	--	--	-----	-----------	-----	--	---

Develop Articles				100		Bus	STF/PAB	0.05		2
------------------	--	--	--	-----	--	-----	---------	------	--	---

Impact Analysis and Checklists	50	50				Bus	STF/Other	0.05		2
--------------------------------	----	----	--	--	--	-----	-----------	------	--	---

Year 2 -- Business and Industry

Assist Jurisdictions	50	50				LG/Bus	STF			1
----------------------	----	----	--	--	--	--------	-----	--	--	---

Impact Analysis and Checklists	50	50				Bus	STF/Other			2
--------------------------------	----	----	--	--	--	-----	-----------	--	--	---

Year 3 -- Business and Industry

No Tasks Identified

LOCAL INCENTIVE PROGRAM

Year 1 -- LIPs	-	-	-	(.25)	-			(.35)		
----------------	---	---	---	-------	---	--	--	-------	--	--

Disseminate Case Studies				100		LG	STF	0.05		1
--------------------------	--	--	--	-----	--	----	-----	------	--	---

Prepare Case Studies				50	50	LG	STF	0.2		2
----------------------	--	--	--	----	----	----	-----	-----	--	---

Workshop on LIPs				100		LG	STF/OES	0.1	OES	2
------------------	--	--	--	-----	--	----	---------	-----	-----	---

Year 2 -- LIPs

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TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB INFO	EVAL					
Continue Dissemination				100		LG	STF/OES		OES	1
Continue Workshops				100		LG	STF/OES		OES	2
Year 3 -- LIPs										
Document and Evaluate					100	LG	STF/C			1
Recommendations					100	LG	STF/C			2

REGIONAL RESOURCE CENTER

Year 1 -- RRC	(.135)	(.090)	(.090)	(.185)	(.1)			(.6)		
Maintain and Update	30	20	20	30		LG/STF	STF	0.45		1
Document and Evaluate					100	LG/STF	STF/C	0.1		2
Implement Cost Recovery				100		LG	STF	0.05	ABAG	1
Year 2 -- RRC										
Continue RRC				100		LG/STF	STF			1
Update and Refine RRC				100		LG/STF	STF			2
Ident. Sup. Depositories				100		LG	STF			2

Year 3 -- RRC

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TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB	INFO					

=====

Continue RRC					100		LG/STF	STF			1
Estab. Depositories					100		LG	STF			2

NETWORKS NEWSLETTER

Year 1 -- Networks	-	-	-		(.4)	(.1)			(.5)		
Publish Networks					100		ALL	STF	0.4		1
Survey Readership						100	ALL	STF/C	0.1		2
Year 2 and 3 -- Networks											
Publish Networks					100		ALL	STF			1

EARTHQUAKE PREPAREDNESS WEEK

Year 1, 2 and 3	-	-	-		(.43)	(.07)			(.5)		
Plan and Coordinate					100		ALL	STF	0.2		1
Evaluate and Adapt					30	70	ALL	STF/C	0.1		1
Participate in Activities					100		ALL	STF	0.2		1

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TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB INFO	EVAL					

PROGRAM EVALUATION

Year 1 -- Evaluation	-	-	-	-	(.2)			(.2)		
Maintain Documentation					100	STF	0.05			1
Develop Process and Instrument					100	STF/C	0.05			2
Presentations to PAB					100	STF/C	0.05			2
Seek Third Party Eval.					100	STF/C	0.05			1
Year 2 - Evaluation										
Recommended Revisions					100	STF/C				1
Continue Documentation					100	STF				1
Collect Data on Products					100	STF				2
Cooperate with Third Party Review					100	STF				1
Year 3 -- Evaluation										
Continue Documentation					100	STF				1
Cooperate with Third Party Review					100	STF				1

TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE					TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB INFO	EVAL					

Develop Recommendations for
Adaptation and Refinement

100

STF/C

1

POLICY ADVISORY BOARD

Year 1 and 2 -- PAB

(.16)

(.12)

(.04)

(.04)

(.04)

(.4)

Meet/Provide Policy Guidance

40

30

10

10

10

STF/PAB

1

PAB

1

Workshop/Set Priorities

40

30

10

10

10

STF/PAB

0.05

PAB

2

Ad Hoc Committees

40

30

10

10

10

STF/PAB

0.15

1

Year 3 -- PAB

Meet/Provide Policy Guidance

40

30

10

10

10

STF/PAB

PAB

1

Workshop/Evaluation

100

STF/PAB

1

Ad Hoc Committees

40

30

10

10

10

PROJECT MANAGEMENT

Year 1, 2 and 3

(2.35)

Work Program and Budget

STF

0.1

1

TASK OR ACTIVITY	TASK CATEGORY BY PERCENTAGE				TARGET GROUP	TASKED	STAFF TIME	OTHER TIME	PRIORITY
	MIT	RESP	R & R	PUB INFO					
=====									
Manage Staff						STF	0.2		1
Liaison to Other Agencies						STF	0.2		1
Contracts						STF	0.1	OES	2
Reports to OES,CSSC,FEMA, Etc						STF	0.2		2
Office Operations (Clerical)						STF	1.5		1
Seek Outside Support						STF	0.05		2

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SUMMARY OF 1987-88 STAFF ALLOCATION

ACTIVITY	MIT	RESP	R & R	PUB INFO	EVAL	TOTAL
PLANNING/TECHNICAL ASSISTANCE	1.503	1.023	0.388	0.541	0.085	3.41
Local Government	1.11	0.45	0.22	0.42	-	2.2
Regional	0.12	0.38	-	-	-	0.5
Utilities	0.05	0.02	0.02	0.01	-	0.1
Hospitals	0.035	-	0.015	-	-	0.05
Schools	0.05	0.05	-	-	-	0.1
Community	0.063	0.048	0.003	0.061	0.085	0.26
Business and Industry	0.075	0.075	-	0.05	-	0.2
LOCAL INCENTIVE PROGRAM	-	-	-	0.25	0.1	0.35
REGIONAL RESOURCE CENTER	0.135	0.09	0.09	0.185	0.1	0.6
NETWORKS	-	-	-	0.4	0.1	0.5
EARTHQUAKE PREPAREDNESS WEEK	-	-	-	0.43	0.07	0.5
PROGRAM EVALUATION	-	-	-	-	0.2	0.2
POLICY ADVISORY BOARD	0.16	0.12	0.04	0.04	0.04	0.4
PROJECT MANAGEMENT	-	-	-	-	-	2.35
Management	-	-	-	-	-	0.85
Clerical Support	-	-	-	-	-	1.5
TOTAL STAFF ALLOCATION IN						
PERSON YEARS -- 1987-88 FY	1.798	1.233	0.388	1.846	0.695	8.31

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